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## ***LEAD VIRGINIA***

# **Virginia's Approach to Performance Leadership and Accountability**

APRIL 20, 2013

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*EXECUTIVE DIRECTOR*

# Outline

- Introduction to the Council on Virginia's Future and Virginia's Approach to Performance Leadership and Accountability
- Workforce and Virginia Performs
- Concluding Remarks

# **Introduction to the Council on Virginia's Future and Virginia Performs**

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# Council on Virginia's Future

Established in 2004 to serve as an advisory board to the Governor and the General Assembly, the Council is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, organizational boundaries, and short-term thinking.

## The Council:

- Provides a long-term focus on high-priority issues.
- Creates an environment for improved policy and decision-making.
- Increases government accountability, operations, and performance.
- Informs citizens about performance and engages them in dialogue about Virginia's future.

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The Honorable Robert F. McDonnell, Chair  
Governor, Commonwealth of Virginia

The Honorable William T. Bolling  
Lieutenant Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chair  
President & CEO (retired), Landmark Communications

### General Assembly Members

The Honorable M. Kirkland (Kirk) Cox  
Virginia House of Delegates

### Citizen and Business Community Leaders

Ms. Heather C. Cox  
Exec. Vice President, U.S. Card Operations, Capital One

The Honorable Emmett W. Hanger, Jr.  
Senate of Virginia

The Honorable William D. Euille  
Mayor, City of Alexandria

The Honorable William J. Howell  
Virginia House of Delegates

Mr. W. Heywood Fralin  
President & CEO, Medical Facilities of America, Inc.

The Honorable Thomas K. Norment, Jr.  
Senate of Virginia

Mr. Edward W. Gillespie  
Principal & Founder, Ed Gillespie Strategies

The Honorable Lacey E. Putney  
Virginia House of Delegates

Mr. C. Burke King  
President, Anthem Blue Cross and Blue Shield

The Honorable Richard L. Saslaw  
Senate of Virginia

Mr. William H. Leighty  
Managing Principle, DecideSmart, LLC

The Honorable Walter A. Stosch  
Senate of Virginia

### Cabinet Members

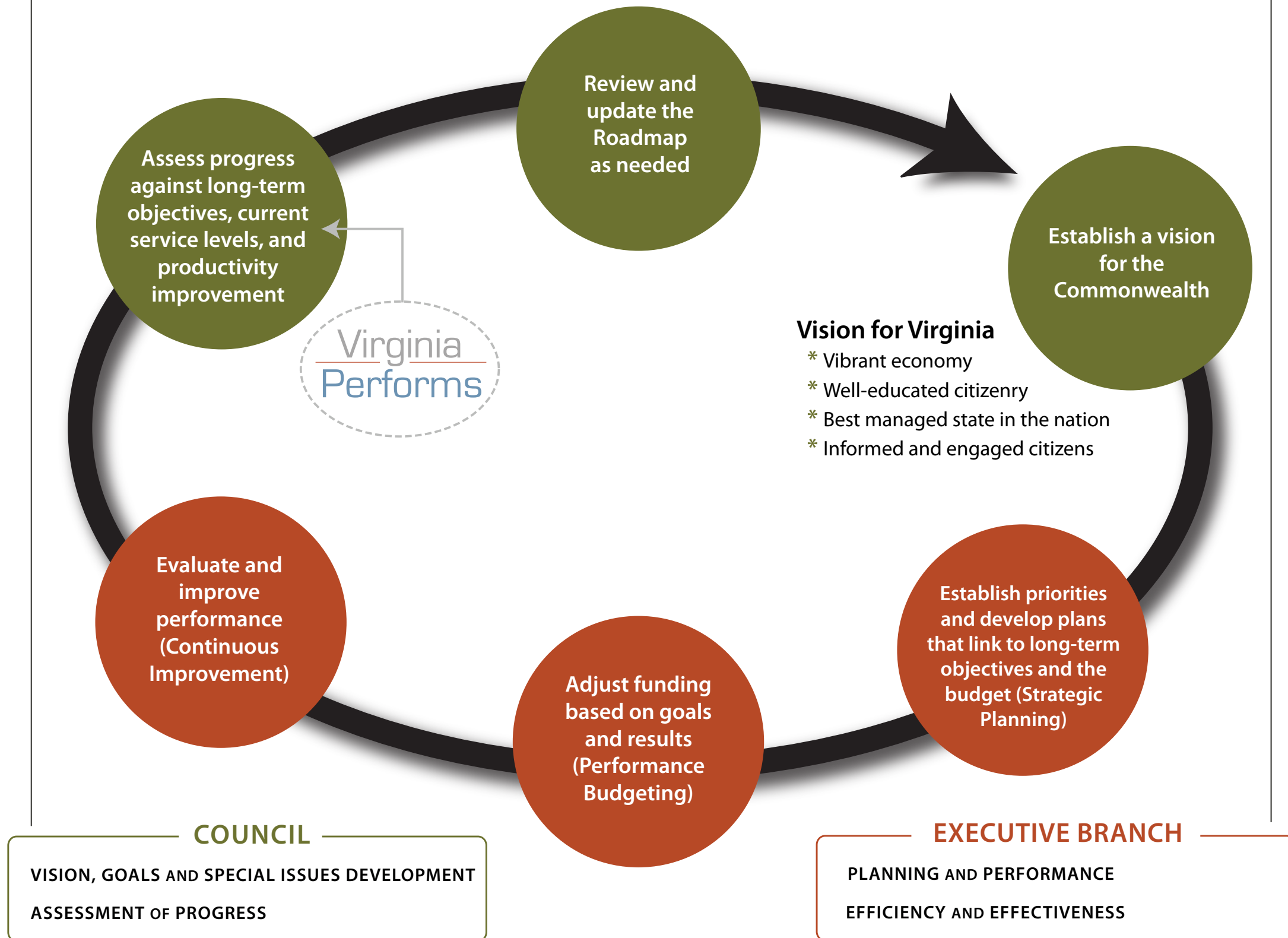
The Honorable Richard D. Brown  
Secretary of Finance

The Honorable David J. Toscano  
Virginia House of Delegates

The Honorable Martin L. Kent  
Chief of Staff to Governor Robert F. McDonnell

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# ROADMAP FOR VIRGINIA'S FUTURE







# Virginia Performs

VISION  
FOCUS  
RESULTS

Regions | Trends | Demographics | Data Maps  
Agency Planning and Performance | Scorecard at a Glance

[Economy](#)
[Education](#)
[Health & Family](#)
[Public Safety](#)
[Natural Resources](#)
[Transportation](#)
[Government & Citizens](#)




## SCORECARD



See how Virginia measures up.

### A message from the Governor of Virginia:

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's performance, plan for the future and monitor our progress. Explore the links above to see how we're working to make Virginia strong and healthy.

Thanks for visiting.

### Agency Performance Plans



Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

- Administration
- Agriculture & Forestry
- Commerce & Trade
- Education
- Finance
- Health & Human Resources
- Natural Resources
- Public Safety
- Technology

## Measuring Virginia

Virginia Performs shows you how the state is doing in areas that affect the quality of life for you and your family. Explore these pages ([main menu above](#)) to learn more about the Commonwealth's performance from region to region and compared to other states. For more data about your own community, [you can explore our regional and locality performance maps](#). You can also see how Virginia state government is working on your behalf on our [Agency Planning and Performance pages](#).

### Measuring What Matters

Virginia  
Performs

Measuring what matters to Virginians

## VIRGINIA'S WORKFORCE SYSTEM REPORT CARD

The new Virginia Workforce System Report Card tracks state efforts to create a high-quality, market-responsive workforce for Virginia. The Report Card's measures span multiple agencies and focus on educational attainment, career-oriented skills and outcomes, and a significant emphasis on advanced manufacturing.



Enterprise Strategic Priorities

# Virginia Performs Architecture

## Charting a Course for Excellence



# SCORECARD AT A GLANCE

## Economy

**Goal:** Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↑
Poverty	↓
Unemployment	↑
Workforce Quality	↑

## Education

**Goal:** Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	→
4th Grade Reading & Math	→
High School Graduation	↑
High School Dropout	→
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

## Health & Family

**Goal:** Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	→
Cancer	↑
Cardiovascular Disease	↑
Child Abuse & Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	→
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	→
Suicide	→
Teen Pregnancy	↑

### Each Topic Covers:

#### Why Is This Important?

#### How Is Virginia Doing?

- Over Time
- By Region
- Compared to Other States

#### What Influences the Indicator?

#### What Is the State's Role?

## Public Safety

**Goal:** Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

## Natural Resources

**Goal:** Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	↑
Historic Resources	→
Land Preservation	↑
Solid Waste & Recycling	↑
Water Quality	↑

## Transportation

**Goal:** Ensure Virginia's transportation system is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	→
Land Use	→
Traffic Congestion	↓

## Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance  
Trend

Improving ↑  
Maintaining →  
Worsening ↓





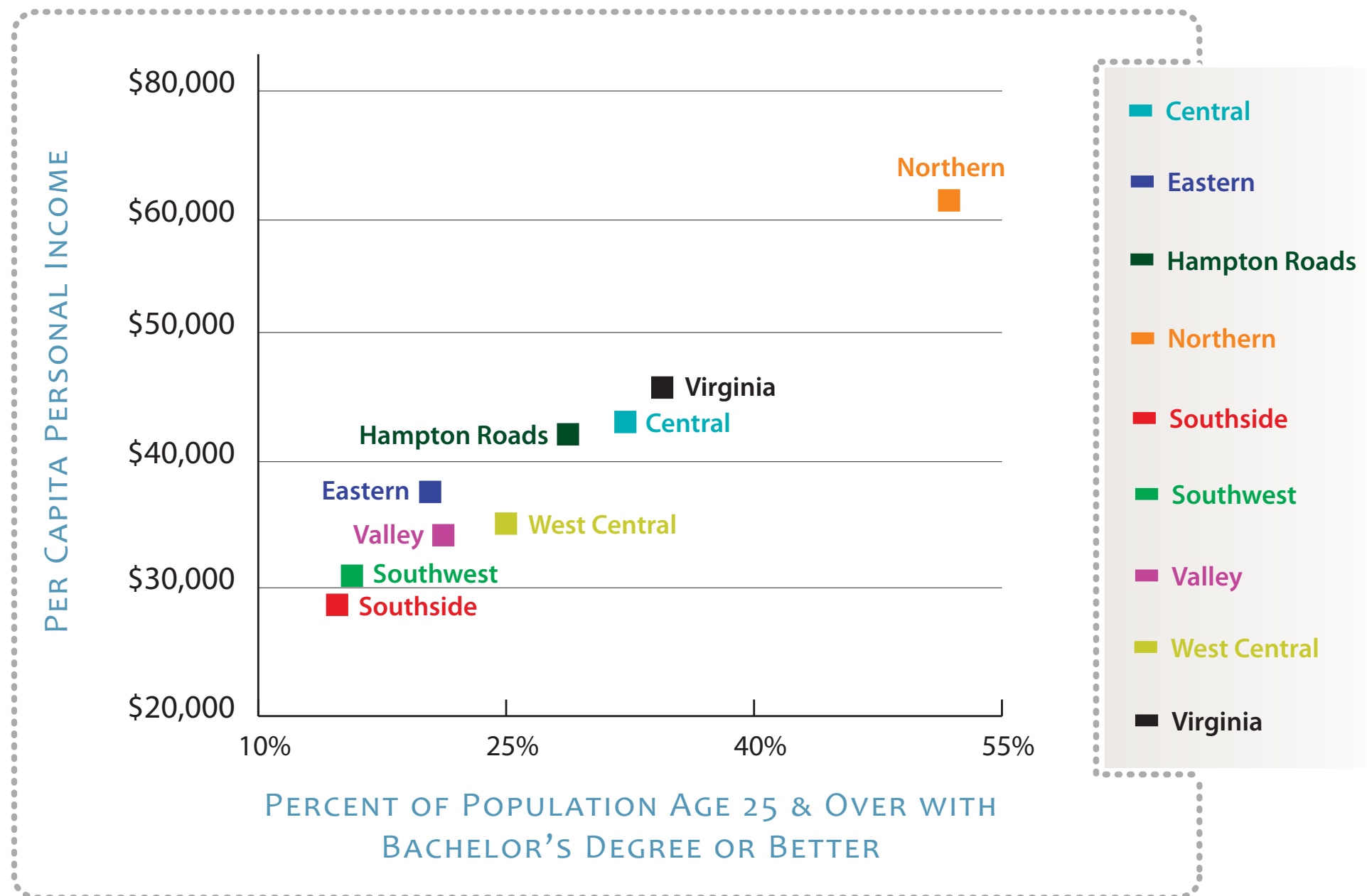
# How Does Virginia Compare to Other States?\*

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
<b>ECONOMY</b>					
Business Climate	●				
Business Startups			●		
Employment Growth				●	
Personal Income	●				
Poverty	●				
Unemployment	●				
Workforce Quality	●				
<b>HEALTH &amp; FAMILY</b>					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance			●		
Immunization (Childhood)			●		
Infant Mortality				●	
Obesity		●			
Smoking			●		
Suicide		●			
Teen Pregnancy		●			
<b>NATURAL RESOURCES</b>					
Historic Districts	●				
Energy			●		
INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
<b>EDUCATION</b>					
College Graduation (4-Year)	●				
College Graduation (2-Year)		●			
Fourth Grade Reading	●				
Fourth Grade Math		●			
High School Dropout		●			
<b>PUBLIC SAFETY</b>					
Emergency Preparedness	●				
Property Crime	●				
Violent Crime	●				
Traffic Fatalities		●			
<b>TRANSPORTATION</b>					
Infrastructure (Deficient Bridges)			●		
Traffic Congestion (Commute Time)					●
<b>GOVERNMENT &amp; CITIZENS</b>					
Bond Rating	●				
Charitable Giving				●	
Consumer Protection (Identity Theft)			●		
Internet Access (Broadband)				●	
Taxation (State and Local)		●			
Voter Turnout		●			

\* Rankings between 1 and 10 denote top national performance.

# Relationships Among Indicators Matter

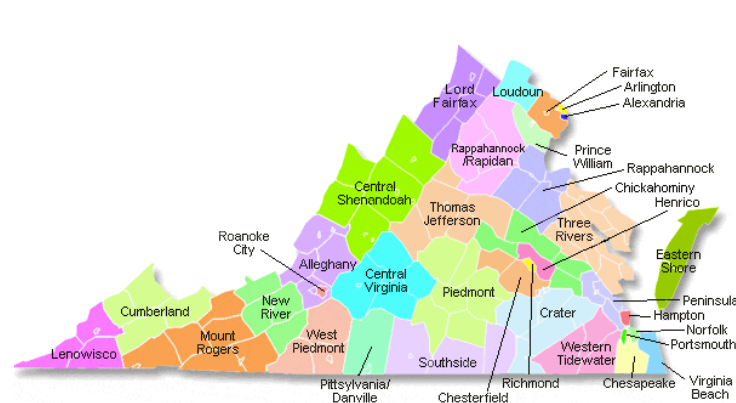
## EDUCATIONAL ATTAINMENT AND PERSONAL INCOME, BY VIRGINIA REGION, 2011



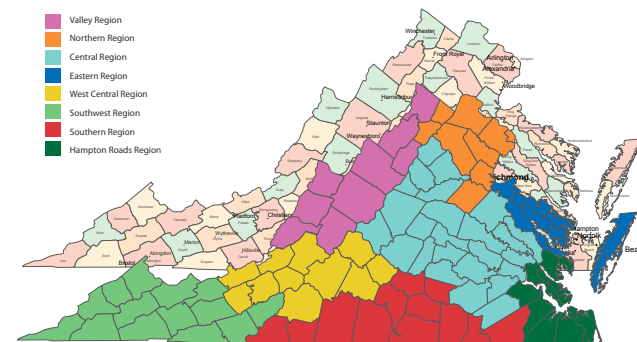
Source: Educational Attainment - U.S. Census Bureau; Adjusted (2011 dollars) Per Capita Personal Income - Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce.

# Regional Divisions Vary

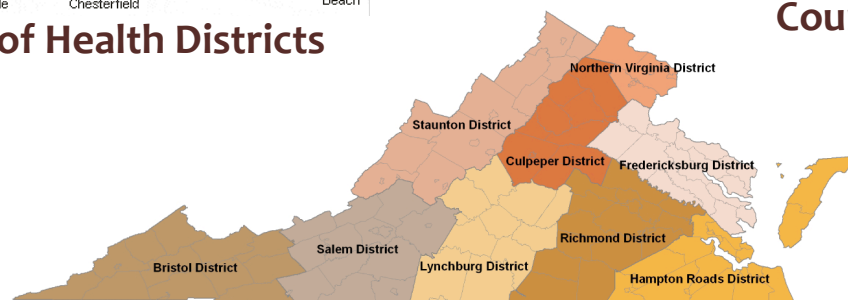
- The state is divided into various regions for delivering services and allocating resources.
- The boundaries of these systems do not align consistently with each other, and can lead to a less than optimal framework within which to coordinate, evaluate, and improve outcomes and performance.



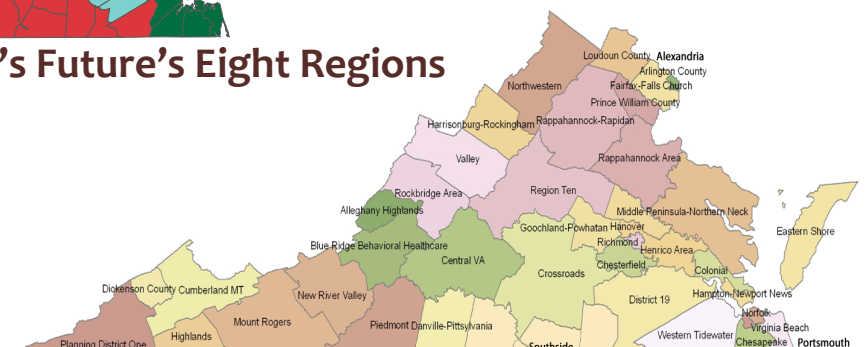
Virginia Department of Health Districts



Council on Virginia's Future's Eight Regions



Virginia Department of Transportation Districts

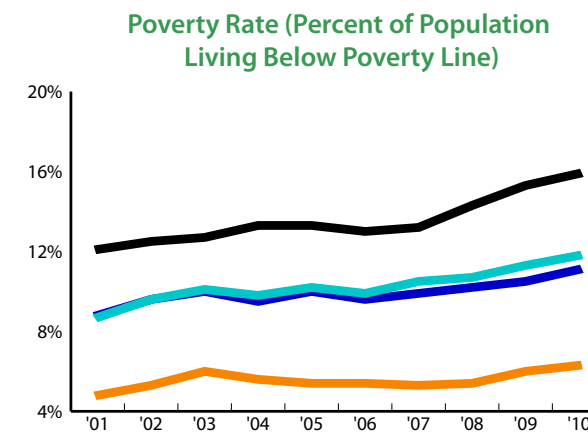
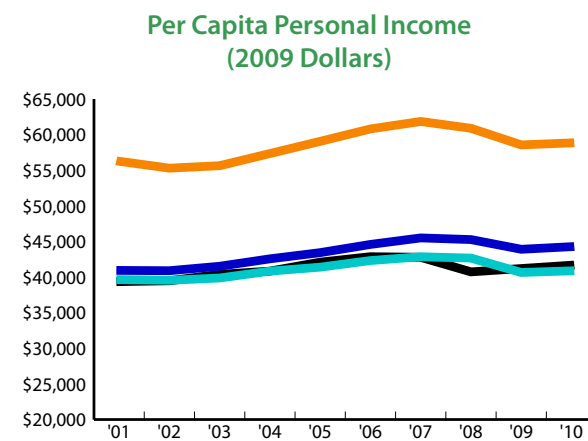
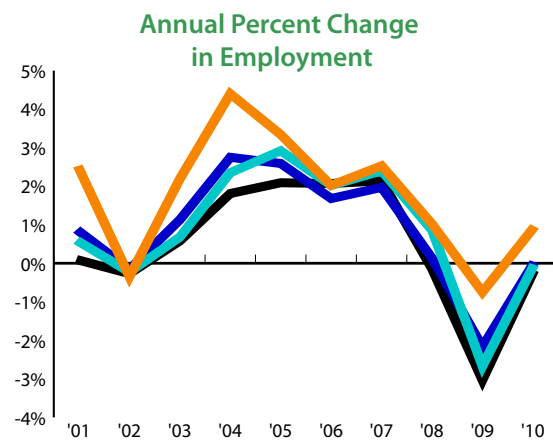


Community Services Boards (CSBs)

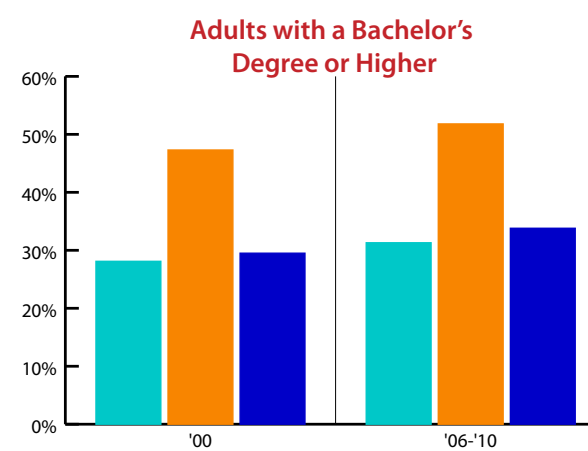
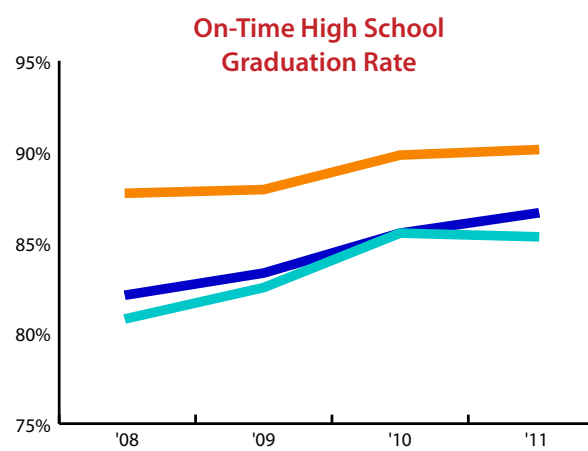
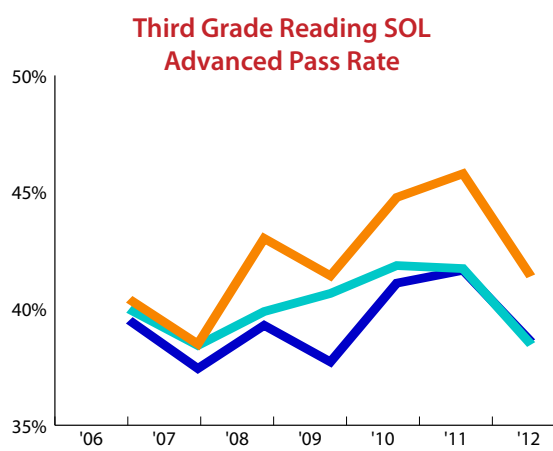
# Trends Over Time: A Regional View

## Central Region

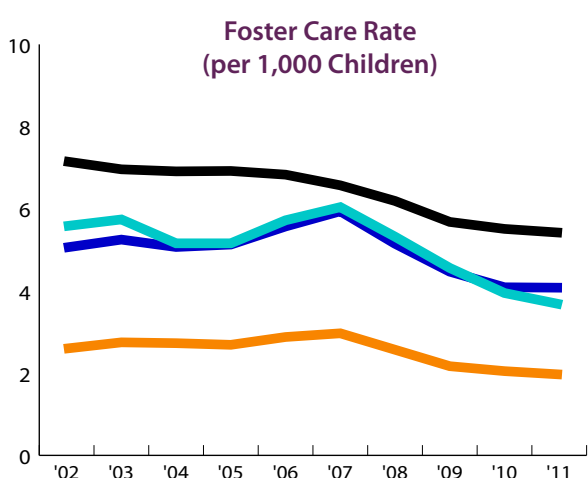
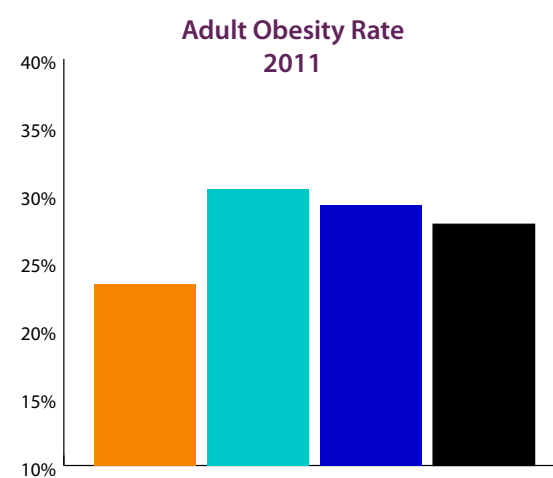
### Economy



### Education



### Health and Family



**Regions Key**

- Central
- Northern (Leading Region)
- Virginia
- National

See The 2012 Virginia Report for other regional profiles at <http://future.virginia.gov/reportsdocs.php>

# Council Products

## Information / Business Intelligence



**Virginia Performs website:** User-friendly data at state, region and locality levels; portal to state agency strategic plans and performance measures



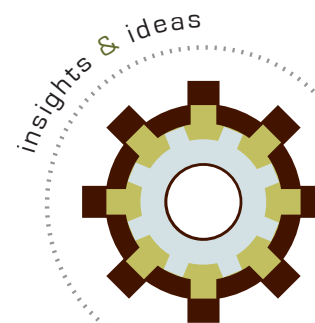
**The Virginia Report:** Annual report with high-level assessment of Virginia's progress in areas important to quality of life; highlights challenges and provides analytic information for decision-making

## Analysis, Dialogue & Recommendations



### Publications and Research:

1. Outcome data by legislative district compiled for members of the General Assembly
2. White papers and custom presentations on key topics
3. Council e-newsletter with updates on the Roadmap and special issues, assessment, performance, and productivity improvement

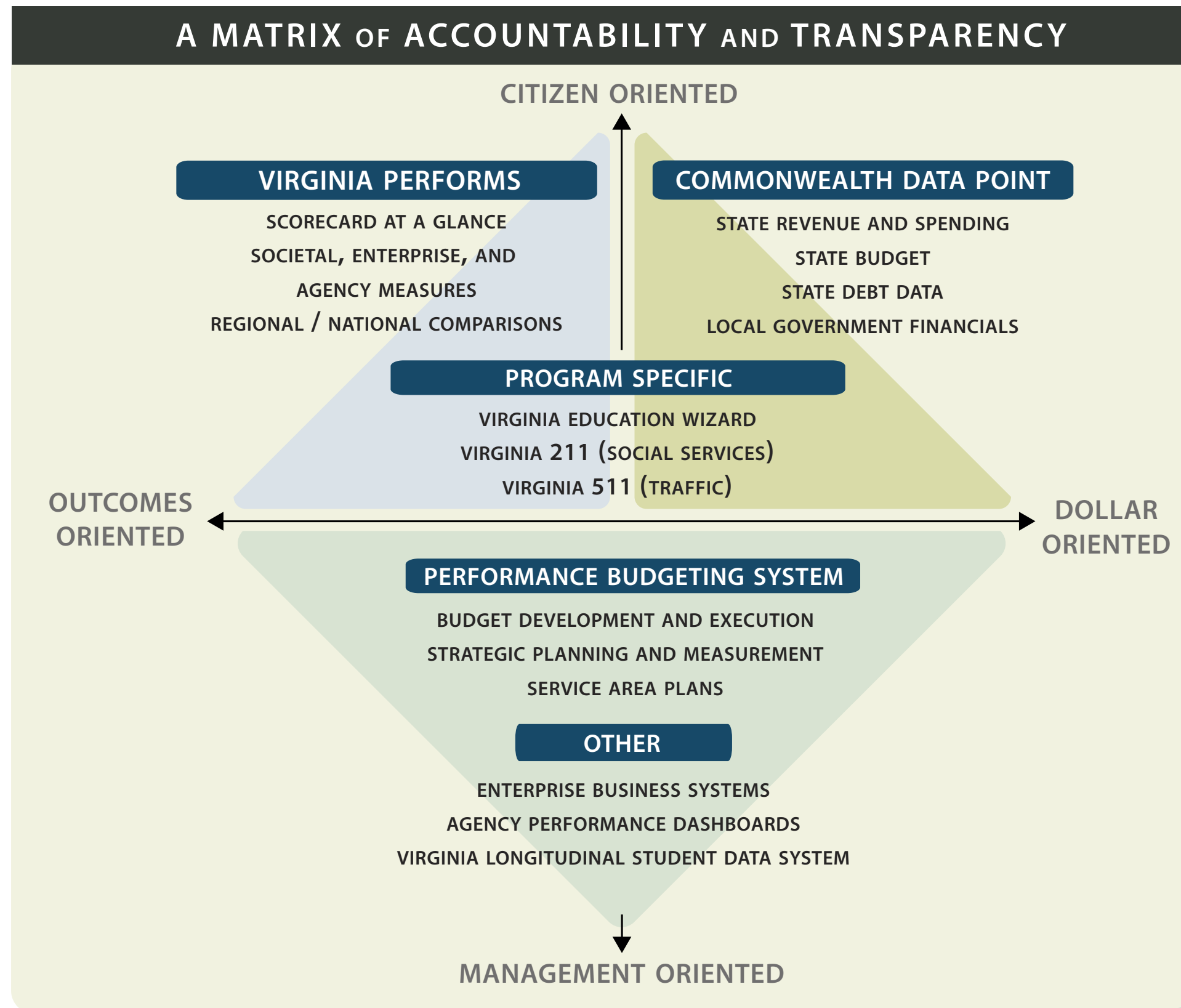


virginia  
futures forum

Forums to bring together thought leaders on issues vital to Virginia



# Virginia: Journey Toward Transparency and Accountability



# Virginia Performs: Current Areas of Focus

## Charting a Course for Excellence



## Current Areas of Focus

- Continuing to refine the societal-level system
- Focusing on the drivers of economic growth, including development of statewide and regional report cards to improve assessment of the drivers of economic competitiveness
- Fully integrating Enterprise Strategic Priorities into agency-level planning
- Developing an IT platform for maintaining and updating Enterprise Strategic Priorities
- Continuing to evaluate the strategic planning process and related performance metrics
- Completing the new Executive Progress Reports

# Virginia Performs: Initiative in Context



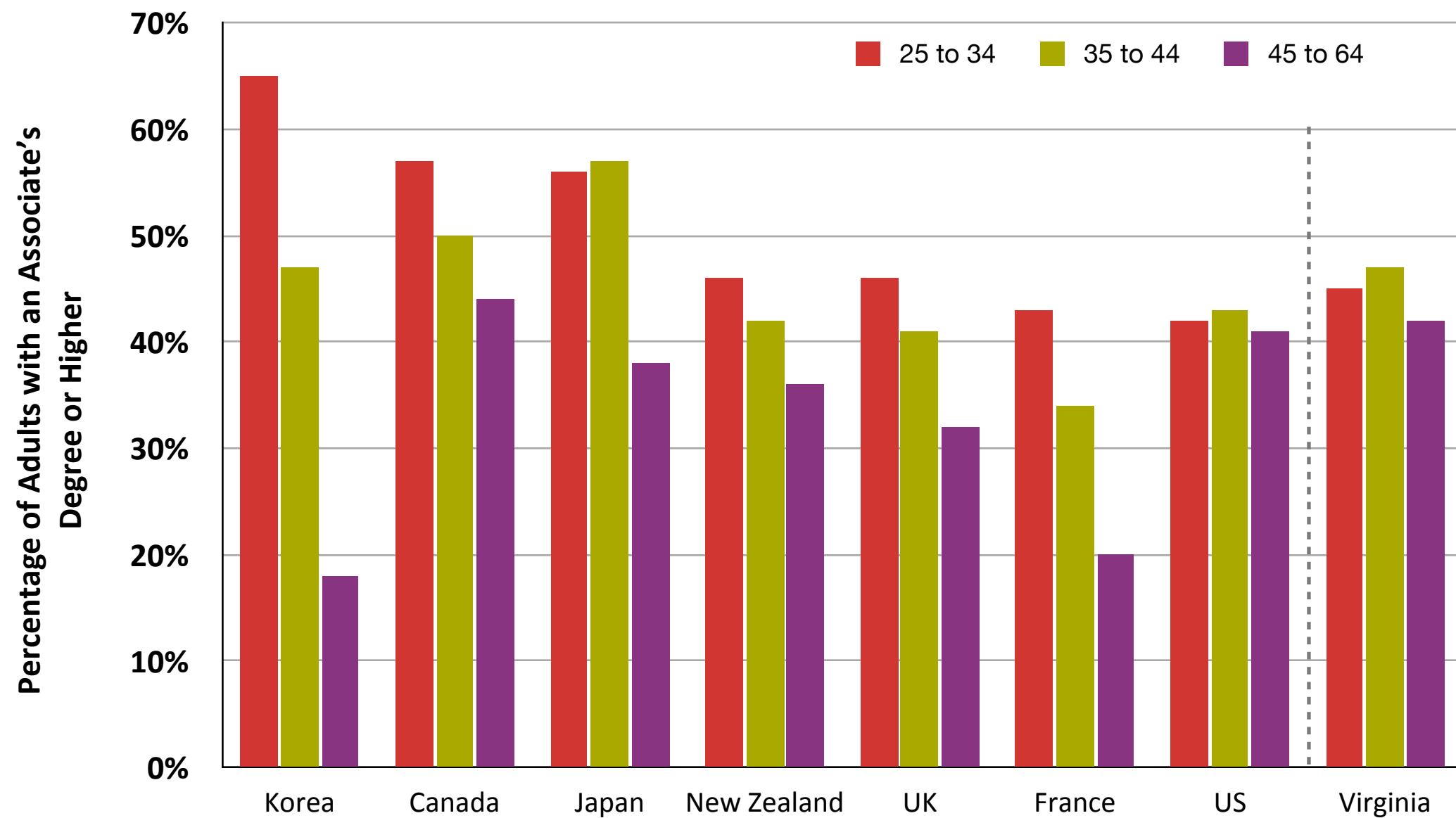
# Workforce and Virginia Performs

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# Workforce Quality: A Global Challenge

## VIRGINIA'S DEGREE GAP



Source: Country Data - OECD, Education at a Glance, 2012 and Virginia - American Community Survey, 2009-2011, U.S. Census Bureau



# A Report Card for Virginia's Workforce System

- The Council has started to develop more focused, issue-specific report cards in Virginia Performs in order to accelerate progress on key outcomes.
- In 2012, the Council partnered with the Governor's Office in collaboration with the Virginia Workforce Council and Virginia's Career Pathways Workgroup to develop a report card for Virginia's Workforce System.
- As a new issue-oriented report card in Virginia Performs, Virginia's Workforce System Report Card, is a step forward in capturing long-term performance of the Commonwealth's workforce system in a way that transcends specific programs, agencies, and stakeholders.

# VIRGINIA'S WORKFORCE SYSTEM REPORT CARD

## STEM-H Pipeline

**GOAL:** Increase the number of students with science, technology, engineering, math, and healthcare skills.

Registered apprenticeships and secondary & postsecondary enrollments in STEM-H programs	↑
Registered apprenticeships and secondary & postsecondary STEM-H credentials earned	↑

DATA SOURCES: VA Dept. of Labor and Industry, State Council of Higher Education for Virginia, VA Dept. of Education

## Secondary Educational Attainment

**GOAL:** Enable all students, including at-risk students, to complete high school and prepare for college.

Advanced Studies diplomas earned	↑
Standard diplomas earned	→
Enrollment in GED or adult high school diploma preparation program	↓
GED or adult high school diplomas earned	↓

DATA SOURCE: VA Dept. of Education

## Postsecondary Educational Attainment

**GOAL:** Increase the number of students entering college and earning degrees, certifications, licenses, & apprenticeships.

Postsecondary enrollments	↑
Postsecondary credentials earned	↑
Industry certifications or state licensures earned	↑
Apprenticeship credentials earned	↑

DATA SOURCES: State Council of Higher Education for Virginia, VA Dept. of Labor and Industry, VA Dept. of Education

## Career & College Readiness

**GOAL:** Increase student readiness for both postsecondary education and the workplace.

Workplace Readiness Skills Credentials earned	↑
Career Readiness Certificates earned	↑
Community college certificates or degrees earned by secondary students	↑
Dual-enrollment credits earned	→
Advanced Placement (AP) course enrollment and/or exam completion	↑

DATA SOURCES: VA Dept. of Education, State Council of Higher Education for Virginia, VA Community College System

## Employment & Business Development

**GOAL:** Reduce unemployment and increase both employment and income.

Labor force participation rate	→
Percentage change in total annual wages	↑
Unemployment rate	↑
Average weeks on unemployment	→
Percentage change in employment	→
Percentage change in establishments	→

DATA SOURCE: VA Employment Commission

## Emerging Workforce in Manufacturing

**GOAL:** Increase credentials and enrollments in manufacturing-related programs; improve the reach of manufacturing instruction and overall employment.

Dual-enrollment students in manufacturing-related career and technical education courses	↑
Participation by secondary students in project-based competitive events	↑
Completions of career and technical education within a manufacturing program of study	↑
Participation in manufacturing-related community college internship programs	↑
State-registered apprentices in manufacturing	↑
Secondary students earning certifications related to manufacturing	↑
Community college students earning certifications in a manufacturing program of study	↑
Annual new hires in the manufacturing industry	→
Shared assets (labs, equipment, instructors)	-
Shared manufacturing curriculum programs	-

DATA SOURCES: VA Employment Commission, VA Community College System, VA Dept. of Education, VA Dept. of Labor and Industry

Performance  
Trend

Improving ↑  
Maintaining →  
Worsening ↓

Performance is tracked from 2008 to the latest year data is available.

# Workforce System Report Card: Hampton Roads

STEM-H Pipeline	Virginia Trend	Hampton Roads Trend
Registered apprenticeships and secondary, and postsecondary enrollments in STEM-H programs	↑	↑
Registered apprenticeships and secondary, and postsecondary STEM-H credentials earned	↑	→
Secondary Educational Attainment	Virginia Trend	Hampton Roads Trend
Advanced Studies Diplomas earned	↑	↑
Standard Diplomas earned	→	→
Postsecondary Educational Attainment	Virginia Trend	Hampton Roads Trend
Postsecondary enrollments	↑	↑
Postsecondary credentials earned	↑	↑
Industry certifications or state licenses earned	↑	↑
Career & College Readiness	Virginia Trend	Hampton Roads Trend
Workplace Readiness Skills Credentials earned	↑	↑
Career Readiness Certificates earned	↑	Baseline
Community college certificates or degrees earned by secondary students	↑	→
Dual-enrollment credits earned	→	→
AP course enrollment and/or exam taking	↑	↑
Emerging Workforce in Manufacturing	Virginia Trend	Hampton Roads Trend
Dual-enrollment students in manufacturing related career and technical education courses	↑	→
Completions of career and technical education within a manufacturing program of study	↑	→
Participation in manufacturing-related community college internships programs	↑	↓
Community college students earning certifications related to manufacturing	↑	↑
Annual new hires in the manufacturing industry	→	↑

# Concluding Remarks

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# Concluding Remarks

- Assessing performance is complicated, especially given the reality of the way government delivers services with shared responsibilities across multiple levels of government, diverse funding streams, multiple service delivery vehicles (including the private sector), and overlapping customer groups.
- Meaningful change requires a long-term commitment: Virginia Performs continues to evolve, and full integration across units of government and regions is an aspirational goal.
- It is important to measure the right things; the adage, “you can’t manage it if you don’t measure it” might be modified to read, “you can’t manage it well if you don’t measure it well.”



# Sites of Interest

**Virginia Performs:**  
[VaPerforms.virginia.gov](http://VaPerforms.virginia.gov)

**Council on Virginia's Future:**  
[future.virginia.gov](http://future.virginia.gov)

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